

HMSF's current long-range plan outlines goals, strategies, objectives and actions for 2003-2007. During 2003, the Executive Committee and senior staff, with input from the Board of Trustees, met regularly to conduct an annual review to update the long-range strategic plan for 2003- 2007. The plan continues to focus on strengthening the museum's resources and programs to further advance its vision – to create a South Florida community in which all residents share knowledge of our collective past and work together to preserve our cultural heritage. The challenge for trustees and staff is to set a course that positions HMSF to continue its leadership role in the South Florida cultural community. Success is measured by how well the plan is executed. HMSF has already successfully met a number of the plan's objectives, and continues to make progress towards successful fulfillment of the overall plan.

Primary responsibility for implementing the long-range plan is the responsibility of staff. The Board of Trustees' long-range planning committee monitors, evaluates, and reports on implementation within the context of Board meetings, committee meetings, and Board retreats. Staff and trustees continually review operations in light of the strategic plan, and make adjustments to programming and to actions in support of the plan accordingly.

The **six key components** of the strategic long-range plan are:

Component #1: Ensure that our **core services**, as listed in our mission statement, are performed to the highest quality and exceed recognized museum standards in programming.

Strategy for Exhibitions/Collections/Research: Continue to maintain, enhance, and promote the use of collections, photo archives, and research center in order to disseminate information on our region's history through exhibitions, programming, publications and the web.

Objectives: 1) Continue to collect artifacts, photographs and other materials that illustrate Miami's development as a major urban center and crossroads of the Americas. Focus on materials related to immigration, tourism, aviation and maritime industries, particularly during the post-World War II era; 2) improve public access to collections through digitization projects, internal online catalogs, the HMSF web site and printed collections guides; 3) continue a schedule of well-researched and well-designed exhibitions on the history and cultures of South Florida and the Caribbean. Organize two major and two lobby exhibitions every year. Continue upgrades of the permanent exhibition; 4) pursue HMSF's Caribbean collections and exhibition programs as an opportunity for institutional growth and constituency building. Develop contacts with cultural institutions in the Caribbean and with Caribbean organizations in Miami. Organize a major exhibition of HMSF's Caribbean collection in 2005; and 5) expand the public impact of the exhibitions program by developing off-site and traveling exhibitions in collaboration with other museums, libraries, schools/similar institutions.

Actions: 1) Install new shelving at warehouse; move selected archaeological materials from Objects Collection to warehouse; continue reorganization of space in Objects Collections and Research Center; 2) collect two- and three-dimensional materials to fill at least one half of currently available space in the Gateway section of permanent exhibition; 3) add at least 300 records to HMSF main catalog and 400 records to digital images catalog. Expand collections information on web site. Evaluate current collections guides; 4) continue research by staff and consultants for Miami photography, maritime and calypso exhibitions; and 5) develop partnerships with the University of Miami, Miami-Dade Public Library and other organizations for the Miami photography exhibition. Develop partnerships with the University of Miami and Brooklyn College for the calypso exhibition. Explore other partnerships for upcoming exhibitions.

Strategy for Education: Maintain/enhance education programs while increasing attendance and diversity of audiences.

Objectives: 1) Increase number of people and diversity of audience served; 2) increase funding through corporate sponsorships, foundation, and government grants; 3) increase community involvement through collaborations and networking; and 4) expand type of programs offered.

Actions: 1) Expand educational programs to serve more audiences (ie. adult education, families) during under-utilized museum hours; 2) expand outreach/off-site programs to senior facilities, schools, other camps and after-school groups; 3) research and write grants; get HMSF written into others' grants (MDCPS and other cultural and community organizations); 4) network and collaborate with cultural/community/educational institutions and organizations; and 5) continue/increase partnerships with MDCPS, Library, MAM, PAC, etc.

Component #2: Use **technology** to facilitate the continuous advancement of all programs of the institution.

Strategy: Use technological advancements to improve staff efficiencies and access to information for the public.

Objective: Improve the use of technology in all aspects of the Museum.

Actions: 1) Incorporate interactive technology to enhance content and appeal of exhibits through the use of touch screens integrated throughout exhibitions and improved video presentation; 2) differentiate and enhance HMSF presence on the

Internet by improving web site to include more collections data, virtual exhibitions and research capabilities; 3) improve operational efficiencies (increase staff efficiencies) by keeping up to date on software, hardware and intra and internet hookup; 4) allow "download for a fee" – research, photos, Audubon reprints; and 5) include on-line registration (Education, membership, Harvest, events, etc.)

Component #3: Develop effective **marketing strategies** to increase awareness and response of the Historical Museum among the broadest audience possible in the public and business sectors.

Strategy: Based on audience research results, implement a strong marketing plan to position the Historical Museum as an enjoyable, memorable and informative place for the whole family.

Objective: Develop a short-and long-term marketing plan to increase revenue and attendance to the Museum.

Actions: 1) Coordinate focus groups to understand and evaluate audiences; 2) brand the Historical Museum through all its exhibits, events and programs; 3) evaluate how the Historical Museum's products/services intersect target audience; and 4) evaluate market trends and strengthen promotional message in accordance to research results.

Component #4: Enhance facilities to support long-term program growth. Potential opportunities and presenting themselves at the Miami Circle, Gold Coast Railroad, Performing Arts Center, Coral Gables and Watson Island.

Strategy: To have a long-term facility plan that addresses future growth.

Objective: Continue to look at the current and long-term needs of the institution in terms of its facility.

Actions: 1) Annually review the facility plan created in 2002; 2) continue to review opportunities for a new facility; and 3) continue to address the current facility and long-term needs of the institution.

Component #5: Maintain financial stability and sound leadership from a Board that is representative of the South Florida community.

Strategy for Government: Maintain income received from the private and public sector.

Objectives: Build strong relationships between Board/staff and governmental entities/people to sustain current revenue.

Actions: Continue communication (meetings, correspondence, e-mail) to elected officials, their staff and community decision makers regarding the Museum's continued role in the community.

Strategy for Development/Fundraising: Increase revenue-generating programs: membership, corporate fund-raising, endowment, and planned giving.

Objective: Maintain funding/funding sources.

Actions: Based on the findings of the marketing/consulting firm to be retained (see Marketing) and internal surveys of current contributors, create a strategic fundraising plan that will explore and develop ways to: 1) grow all membership levels; 2) maintain and grow corporate gifts and relations; 3) diversify our funding mix by increasing gifts from corporate and private foundations; 4) implement integrated major gifts program; 5) maximize the impact of corporate giving for special events; and 6) expand targeted planned giving efforts for maximum return.

Strategy for Board of Trustees/Leadership: Continue to have a supportive and productive Board of Trustees that is representative of the South Florida community.

Objective: Define board composition, leadership characteristics for the future, and Board and staff expectations.

Actions: Evaluate the current composition and training of our Board (over the next two years) to ensure that the group: 1) Continues to recruit individuals that represent the diversity of our community; 2) review optimum governing board size; 3) utilize experienced trustees as mentors to continue to fine tune the process of getting new Board members "oriented" quickly; and 4) formalize leadership development training through staff/trustee attendance at national workshops on board development/professional meetings.

Component #6: Increase revenue in all areas, including endowment and individual gifts.

Strategy: Maintain long-term financial security for HMSF.

Objective: Increase earned and contributed revenue from all sources.

Actions: 1) Implement the strategic fundraising plan (see Maintain financial stability) monitoring results and adjusting for optimum return; 2) implement marketing plan (see Development effective marketing strategies) to increase awareness of programs and opportunities to "ask" to raise more revenue and secure HMSF financial future; 3) evaluate board/staff roles and expectation levels in revenue producing areas and articulate needs and means of meeting goals; and 4) increase board involvement in identification of individuals, foundations and corporations as potential supporters in all program areas.

1. PROJECT DESIGN Describe the project and its overall goals.

The Historical Museum of Southern Florida (HMSF) is requesting IMLS support for its project to increase public access to and intellectual control of its Archives and Object Collections. HMSF's Collections, and Digital Imaging and Metadata strategic plans are major, multiyear cataloging, inventory, and digitization projects (see attachments). The project activities covered in this proposal will fulfill a large percentage of the plans' goals, and will include: 1) retrospective MARC cataloging of 4,000 books; 2) original cataloging for a backlog of 50 books, 250 serials, 1,000 maps and 1,000 prints; 3) conversion of Research Center finding aids to EAD (Encoded Archival Description) format; 4) conversion of archaeological records to digital format; 5) shelf-by-shelf inventory of 75% of the 12,000 artifact Object Collections, including research, records checking and digital photography; 6) development of collections guides and finding aids for sub-collections in the Object Collections; 7) selection and digitization of 2,000 to 3,000 prints and photographs; 8) accessioning and indexing of primary resources generated by the Folklife/Community Research Program; and 9) digitization of HMSF periodicals. Work on the Collections and Digital Imaging and Metadata Strategic Plans will continue after the grant period has ended. Ultimately, HMSF will implement an online, digital resource, providing public access to comprehensive information, images and interpretive materials regarding the institutional collections, possibly with access to collections from other institutions elsewhere in Florida and the Caribbean.

HMSF proposes to hire two temporary collections assistants to work on this project over a three year period. Curatorial staff will train and supervise these assistants, and participate in original cataloging, development of collections guides, and identification of material for digitization. Staff commitments to processing of new acquisitions, as well as work on HMSF's extensive temporary exhibitions schedule and handling of public inquiries about the collections, make hiring additional collections staff essential to advance this project. HMSF will also outsource text scanning to third-party vendors.

HMSF already makes a number of digital resources available to the public via its website (www.historical-museum.org) and *Reclaiming the Everglades* (www.everglades.fiu.edu/reclaim/index.htm), and has made significant progress in computerizing its collections records. This project will build on this existing foundation, and, by the end of the grant period, all materials digitized during the project will be accessible to staff and museum visitors through the Intranet catalogs. Selected materials will also be accessible to the public through the HMSF web site. The project will allow HMSF to achieve a number of key goals: 1) greater intellectual control of its collections; 2) improved access for non-curatorial staff to the collections, helping them create more varied and detailed curricula, interpretive materials and publications; 3) greater ease of access to information on the collections for exhibition staff, helping them build more effective exhibitions; 4) faster and more thorough response to inquiries about the collection from other museums, academics, students, the media, and the public in general. The project will also create greater visibility for a unique but often overlooked element of HMSF's collections and programs: the study of Caribbean history and culture. The HMSF collection is unique in highlighting the interrelation between the South Florida community and the Caribbean, and its Caribbean holdings and exhibitions are among the most important in the nation. In addition, discussions are currently underway with Miami-Dade Public Library to develop a cooperative web portal with digital images of materials from both collections, to be funded with other grant proposals. Greater intellectual control of the collections will provide a solid foundation for continued, focused collections building.

HMSF is proud to be an active collecting institution. Each year at least 2,500 items are added to the museum's holdings, which currently number more than 12,000 artifacts, 16,000 coins and tokens, over 500 cubic feet of archaeological material, more than a million visual materials (photographs, slides, architectural drawings, maps, postcards, posters, etc.), 20 years of community fieldwork materials, and a large collection of archives and manuscripts. HMSF is the designated repository for all archaeological finds in Miami-Dade County.

Since 1993, HMSF's Research Center (Archives) has been computer cataloging its collections using the MARC format. In 1998 HMSF acquired the LibraryWorld (www.caspr.com) program, where the electronic catalog is now held. The public can access this catalog through a kiosk in the Research Center. However, a large backlog of catalog

card records awaits conversion. Meanwhile, approximately 1,000 images are digitized each year, on an ad hoc basis (following use in publications and exhibitions, and photo orders from the public).

For many years, the Object Collections used a customized Access database to manage the collection records, but in 2001 acquired Past Perfect (www.museumsoftware.com) to provide greater ease of accessing and organizing records. Digital photographs have been taken of all acquisitions since 2001, and of other artifacts on an ad-hoc basis. The three-dimensional collection is in great need of a comprehensive inventory to fill in the many gaps in artifact documentation and perfect the computer database. The most recent inventory was a "sight" inventory, conducted in 1996. Archaeological records are currently held solely in notebook form, and need to be converted to digital format.

HMSF's Research Center is open to the public on weekdays, and receives some 650 visits each year. Research Center staff receive approximately 4,000 telephone inquiries per year, and over 500 inquiries via email. The Object Collections are open to the public by appointment only. Space constraints mean that every request to view artifacts requires significant staff time to clear an area for viewing of items. Curators must supervise visitors at all times. Security and safety issues mean that visits from schoolchildren are not permitted except as part of an organized, guided tour. In practice, visits from all but academic researchers, staff from other museums, and donors, are generally discouraged. A large number of requests to view the Object Collections relate to the Harrison boat collection, HMSF's collection of antique motorboats and outboard motors. This collection, along with a large portion of the paintings and the Pan Am collection, is housed at HMSF's unmanned offsite storage facility, approximately 10 miles from the museum. Fulfillment of requests to view these collections requires much planning, and is extremely time-consuming for curatorial staff. Some 30% of requests to view these collections go unfulfilled because of the difficulty in programming and supervising the visits. In 2003, HMSF reinstalled the archaeology elements of its permanent exhibition in order to place a greater number of archaeological artifacts on display for the general public. Greater availability of collections information, images, and historical essays on the museum's website will significantly reduce pressure on staff time, and will allow the public more timely access to HMSF resources.

HMSF established its website in 1995. Since then, the website has grown significantly, and provides online exhibitions and collections material for the public. Approximately 500 digital images are available, with a handful of articles from HMSF periodicals and a manuscripts guide. The website received more than 5 million hits/1 million page views in 2003, and is on track to far exceed that number in 2004. Site activity has increased nearly 400% since 1999. HMSF's first major digital imaging project, *Reclaiming the Everglades*, was a collaborative digital library project with the University of Miami and Florida International University. Nearly 2,000 items from HMSF's collections were digitized as part of the project. From January through September, 2004, approximately 15,000 people viewed the HMSF portion of the site.

Project activities will take place simultaneously over the three-year grant period as follows:

Year One Following a recruitment and training period, retrospective and original MARC cataloging, as well as creation of EAD finding aids, will begin. Staff will select 2,000 images for digitization, and scan and catalog up to 500 other images. The Object Collections inventory will begin, with 2,500 artifacts to be inventoried. A third-party consultant will help the Objects Curator design a database structure for archaeological records. 33% of Folklife resources backlog will be processed. A third-party vendor will begin scanning HMSF periodicals.

Year Two will include continued retrospective and original cataloging, and completion of EAD finding aids. A further 4,000 artifacts in the Object Collections will be inventoried. A third-party vendor will develop the archaeology database and the existing archaeological records will be converted. 1,000-1,500 images will be digitized and catalogued, and another 33% of Folklife resources backlog will be processed.

Year Three Project cataloging will be completed, as will the Folklife resources backlog. 2,500 additional artifacts in the Objects Collections will be inventoried. 1,000-1,500 images will be digitized, with metadata creation.

Staff will upload selected digital resources made during the project to the HMSF website. Work on collections guides and finding aids will continue throughout the project.

The full scope of the Digital Imaging and Metadata Strategic Plan is ambitious, and will continue beyond the three-year duration of the IMLS grant. Development of a comprehensive online database of the collections in digital format will take place after the grant period has ended, and will draw on the results achieved during these three years.

2. GRANT PROGRAM GOALS

HMSF's project to increase public access to and intellectual control of its Archives and Object Collections addresses the Museums for America program goal of **Sustaining Cultural Heritage**. The extensive and ever-growing HMSF collection covers all periods and aspects of life in South Florida, from the earliest native Indian inhabitants to today's multi-cultural community that brings together people from all over the Americas. These collections are a tool to help residents and visitors alike understand the cultural forces that over centuries have influenced the vibrant community we live in today.

At HMSF, we firmly believe that an appreciation and understanding of our history and culture are central to building a healthy, inclusive community. HMSF's mission, to tell the story of South Florida and the Caribbean, helps residents and visitors develop a sense of place – an understanding and subsequent sense of belonging much needed in this community, where most residents have come from somewhere else in the nation or the world. With this sense of place comes a greater commitment to the area, which benefits the entire community. HMSF's daily challenge is to reflect the diversity of the community in our collections and programs, honoring cultural difference while encouraging visitors to find the common ties that bind us together. HMSF programming aims to teach our constituents that history is a continuum in which all members of society have a role to play in building the community they live in.

Greater access to and knowledge of HMSF's collections will advance the understanding of our local history. Ultimately, HMSF hopes that greater public access to the collections will stimulate a higher level of interest in the region's rich cultural heritage.

3. HOW THE PROJECT FITS INTO STRATEGIC PLAN AND MISSION

HMSF's two- and three-dimensional collections are the foundation for the museum's broad vision: to tell the story of South Florida and the Caribbean. Greater public access to these collections is at the heart of the institution's mission and strategic plan. This project to pursue greater intellectual control over and increased public access to the institutional collections is one of the most significant elements in the museum's goal to broaden its audiences and maintain its relevance as an important cultural institution. The project directly addresses the HMSF mission to discover, collect, preserve, and exhibit original and source materials relating to southern Florida and the Caribbean, and to make these materials available to the public in order to promote historical research of the area. These defining elements of the institution's mission are central to the current Strategic Plan.

In particular, the project directly fulfills the Strategy Statement of Component No. 1 of the Strategic Plan (see Strategic Plan Summary): Continue to maintain, enhance, and promote the use of collections, photo archives, and research center in order to disseminate information on our region's history through exhibitions, programming, publications, and the web. The project explicitly meets the stated objectives to improve public access to collections through digitization projects, internal online catalogs, the HMSF web site, and printed collections guides. The project activities will also lead to the fulfillment of a large portion of the institutional Collections Plan (see attachment).

Completion of this project will allow HMSF to enhance its publications, exhibitions, and educational programming by offering greater ease of access to collections information for all museum staff. The project will also allow museum staff to provide better service to the public, through a faster and more thorough response to inquiries about the collection from other museums, academics, students, the media, and the public in general. The project will serve as the basis for eventual comprehensive public access to HMSF collections and publications in digital format, and generation of interpretive materials available online. Greater intellectual control of HMSF collections will also allow for gaps in the collection to be more easily identified, an important step towards collections-building. Curatorial staff

will be better able to explain the scope of the collections to other museum staff and members of the public offering unsolicited artifact donations.

HMSF hopes to encourage other institutions collecting historical materials on South Florida and the Caribbean to contribute their resources to cooperative online collections. Discussions are currently underway with the Miami-Dade Public Library to develop a collaborative online portal. Work with organizations in the Caribbean and elsewhere in Florida has begun, with the development of a "Caribbean Collections" exhibitions series to be executed from 2005-2007. HMSF hopes to widen these collaborative efforts to add collections material from these institutions to the HMSF digital resource, making it an unparalleled research and educational tool on southern Florida and the Caribbean. The project described in this proposal will provide the foundation for all these future projects.

4. STRATEGIC PLAN: PROCESS AND FINANCIAL RESOURCES

Long-range planning is essential to the ongoing institutional health of HMSF, and is an integral part of the museum's operations. Staff and trustees meet quarterly to review the long-range plan, which was most recently revised and approved in 2003. The current plan outlines institutional goals, strategies, objectives, and actions for 2003-2007. Department-specific plans have been developed using the institution-wide plan as their foundation (see attached Collections Plan).

HMSF's Executive Committee, President and senior staff coordinated the development of the current long-range plan. The process involved input from trustees and staff in a number of "retreat" style sessions where all participants were encouraged to voice their opinions regarding HMSF's direction and operations. This process encouraged greater collaboration and communication among HMSF's various constituent groups, and produced a consensus that shaped the goals established in the strategic plan. HMSF also conducted a series of focus groups and telephone interviews in 2003 to gauge the opinions of the general public about the institution and its programming. These activities gave valuable insight into the community environment in which HMSF operates.

Each year, the Chair of the Board appoints trustees to the long-range planning committee, which meets quarterly with senior staff to review the mission statement and long-range plan. Staff and trustees work together to develop recommendations for creation, retention, or elimination of goals/objectives. These recommendations are the basis for revisions to programs and/or funding priorities to meet the continually evolving needs of our multi-cultural community. These ongoing reviews, combined with planning retreats focused on institutional self-study and assessment, will provide the basis for the next strategic plan (2008-2012).

Members of museum staff have the primary responsibility for implementing the long-range plan through programming and daily operations. Department directors develop budgets that support the advancement of HMSF's mission and strategic goals. Through sound stewardship and solicitation of community support, HMSF has built a significant endowment as an investment in the institution's long-term stability. The volunteer Endowment Board of 5 current and past trustees oversees and administers this fund, and practices conservative management. In addition, a new Vice-President of Institutional Advancement has been appointed to HMSF to pursue fund-raising efforts that will allow the museum to meet its strategic plan objectives and build financial support into the future.

5. APPROPRIATENESS OF PROJECT FOR INSTITUTION, AUDIENCE

HMSF collections document the wide range of cultural groups represented in South Florida and in the Caribbean. Institutional programming targets the culturally unique and varied community of Miami-Dade County and neighboring Broward, Palm Beach, Monroe and Collier counties in particular. More than 100 distinct cultural groups are represented in Miami-Dade County alone, where HMSF is located. According to the latest Census statistics, the majority of county residents are Hispanic (55%). Most of these residents are non-native, and speak English as a second language. High school graduation is the highest educational level attained by 64% of county residents, and the *per capita* income level is below the national average.

Engaging this multi-cultural, immigrant community in the heritage of their adopted city is one of HMSF's primary challenges. The recurring theme in the history of the region is migration, and the hopeful pursuit of individual dreams in a new home. The HMSF collections document the individual and collective experience of those who have migrated to this region, from the earliest Indian inhabitants who came from the north to the most recent Cuban and Haitian migrants who have crossed the ocean. The institutional collections show the commonality of the immigrant experience to all cultural groups, across time. HMSF programming uses these collections not only to highlight and honor cultural differences in our community, but also to encourage visitors to see the shared characteristics of our experiences.

There is already significant public interest in accessing HMSF collections, particularly the extensive photographic archives and the ever-growing archaeology collection. HMSF's Research Center receives some 650 visits each year. In addition, Research Center staff receives approximately 4,000 telephone inquiries per year, and over 500 inquiries via email. The Object Collections receives over 100 requests to view the collections each year, some 30% of which it cannot fulfill. Information requests and requests to view the collections come from non-curatorial HMSF staff, the media, academic researchers, other museum institutions, public school and college students and teachers, and other interested members of the public.

While HMSF makes continued efforts to place collections artifacts on display, where the public can access them with greater ease, only approximately 5% of the institutional collections can be made available in this way, due to space constraints. Availability of the collection in digital format, through an online portal, is the most effective way to provide access to the largest number of artifacts to the widest possible audience. Greater availability of collections information, images, and historical essays on the museum's website will significantly reduce pressure on staff, and will allow the public more timely access to HMSF resources. HMSF also hopes this project will provide a tool for developing new audiences, particularly among those people who cannot visit the museum itself. HMSF will build awareness of the online availability of collections information through links on other related websites, inclusion of urls in HMSF publications, and mailings to interested organizations such as schools and other academic institutions.

6. PROJECT RESOURCES: TIME AND BUDGET

Time

The grant support requested from IMLS will be disbursed over a three-year period. In broad terms, project activities will be conducted simultaneously across the three-year period, with quantified goals. The volume of work necessary to complete the project activities is too great to be dealt with by existing staff, although they will participate in the project to varying degrees. Curatorial staff already deal with a significant workload including: 1) acquisition and processing of new items for the collections; 2) fulfillment of research requests by staff and members of the public; 3) research, design and fabrication of exhibitions; and 4) development of public programming. The fact that a processing backlog has developed in the collections over the years bears witness to the heavy operational workload borne by members of the department. In particular the detailed study of the artifact collections requires a significant dedication of time. Expecting current collections staff to complete the full inventory, and conduct the necessary remedial tasks associated with it, would stretch the process over an unacceptably long period.

Involvement of existing staff in the project activities is calculated as a percentage of their time over the grant period, and staff costs are calculated accordingly. Project Activities will be completed as follows:

Year One

A three-month period following project award will be necessary for recruitment and training of the temporary collections assistants. Work during the first year of the grant period will concentrate on:

- 1) Retrospective MARC cataloging of 1,500 books (9 months).
- 2) Cataloging of at least 200 new acquisitions and 400 uncatalogued maps and prints (12 months).
- 3) Initiation of conversion of Research Center finding aids to EAD (2 months).
- 4) Initiation of shelf-by-shelf inventory of Object Collections (2,500 artifacts) (9 months).

- 5) Accessioning and indexing of primary resources in the Folklife Collection (9 months).
- 6) Selection of 2,000 prints and photographs for digitization and creation of metadata (3 months).
- 7) Scanning and cataloging (metadata) of up to 500 digital images to meet HMSF and public needs.
- 8) Development of collections guides and finding aids (12 months).
- 9) Creation of database structure for archaeological records, modeled on structure used by State of Florida Bureau of Archaeological Research (1 month).
- 10) Initiation of HMSF periodical microfilming and scanning (8,981 pages).

Year Two

- 1) Retrospective MARC cataloging of 2,500 books (12 months).
- 2) Cataloging of at least 200 new acquisitions and 500 maps, prints, books and serials (12 months).
- 3) Conversion of Research Center finding aids to EAD and placement on web site (9 months).
- 4) Completion of shelf-by-shelf inventory of Object Collections (4,000 artifacts) (12 months).
- 5) Accessioning and indexing of primary resources in the Folklife Collection (1 month).
- 6) Scanning, derivative image creation and cataloging (metadata) of 1,000 prints and photographs selected in Year One #6, and up to 500 images scanned for HMSF and public needs (12 months).
- 7) Development of collections guides and finding aids (12 months).
- 8) Conversion of archaeological records to digital format. (8 months).
- 9) Completion of HMSF microfilming and periodical scanning.

Year Three

- 1) Development of collections guides and finding aids (12 months).
- 2) Cataloging of at least 200 new acquisitions and 500 maps, prints, books and serials (12 months).
- 3) Accessioning and indexing of primary resources in the Folklife Collection (1 month)
- 4) Scanning, derivative image creation and cataloging (metadata) of 1,000 prints and photographs selected in Year One #6, and up to 500 images scanned for HMSF and public needs (12 months).
- 5) Completion of shelf-by-shelf inventory of Object Collections (2,500 artifacts) (9 months).

Budget

The majority of project costs are salaries & wages for two new temporary collections assistants, and for existing curatorial staff. HMSF will also purchase two new PCs for the collections assistants to work on, and will also acquire a number of software upgrades and licenses. Digitization of images will be performed using the existing scanner. The project budget includes purchase cost of a digital camera for the inventory of the Object Collections, fees for outsourcing of periodical digitization, and consultant costs to develop an Access database for the archaeological records. Please see attached Budget sheets for a detailed breakdown of costs, and a full budget justification.

7. PROJECT RESOURCES: PERSONNEL AND TECHNOLOGY

HMSF will hire two temporary collections assistants who will be dedicated to this project during the three-year grant period (job descriptions are attached with personnel resumes). The volume of work necessary to complete this project is too great to be dealt with by existing staff, although they will be involved in elements of the project activities. The collections assistants will be responsible for: 1) the full inventory of the Objects Collections; 2) retrospective MARC cataloging; 3) conversion of archaeological records to digital format; 4) processing of primary resources backlog generated by the Folklife program; 5) digitization and partial cataloging (metadata) of up to 3,500 images.

Candidates for these positions must have at least a Bachelor's degree, with a preference for a History and/or Museum Studies background. The appropriate candidates for these temporary positions must be fully computer-literate, preferably with experience working with Microsoft Access. Experience in library and/or museum cataloging and data entry is preferred. Existing curatorial staff will provide these assistants with the necessary training to complete the project activities according to HMSF standards.

Current, permanent staff who will be involved in the project are:

Steve Stuempfle, Chief Curator (5% time commitment). Steve is responsible for all research, collections and exhibitions activities at HMSF, and manages the 10-person Collections and Exhibitions Department. He will serve as the Project Director for this project, with a supervisory role.

Rebecca A. Smith, Curator of Research Materials (25% time commitment). Becky is responsible for all two-dimensional collections, and oversees the Research Center staff. She will supervise MARC cataloging, conversion of finding aids to EAD, and digitization of Research Center items, including management of outsourcing of text digitization. She will also train the temporary collections assistants in cataloging and digitization procedures, and will check their work for accuracy. Becky will work on original cataloging, selection of materials for scanning, the development of metadata, and the development of collections guides and finding aids.

Jorge Zamanillo, Curator of Object Collections (15% time commitment). Jorge oversees all three-dimensional collections. He will supervise the shelf-by-shelf inventory of the Object Collections, and the conversion of archaeological records to digital format. He will also train the temporary collections assistants in inventory, digital photography and cataloging procedures, and will check their work for accuracy. Jorge will work with a consultant and third-party vendor to create the new Access-based database for the archaeological records. He will also develop collections guides and finding aids.

Dawn Hugh, Archives Manager (25% time commitment). Dawn is responsible for the public reference area of the HMSF Research Center. She also undertakes original cataloging and processing of new acquisitions to the Research Center collection. Dawn will work on original cataloging, selection of materials for scanning, the development of metadata, and the development of collections guides and finding aids.

Joanne Hyppolite, Community Researcher (5% time commitment). Joanne is responsible for researching the history and cultural traditions of Miami's many communities. Joanne will train the temporary collections assistants in the processing of primary resources generated by the Folklife Program, and supervise and check their work.

Brooke Roberts-Webb, Assistant Curator (20% time commitment). Brooke is responsible for collections management in the Objects Collections. Brooke will develop collections guides and finding aids for the three-dimensional collections, and will assist with the objects inventory.

Bertha Barahona, Collections Assistant (15% time commitment). Bertha assists the Archives Manager in the Research Center. She will work on image scanning, and preliminary cataloging and metadata creation.

Technology

HMSF is currently working with LibraryWorld software for the two-dimensional collections, and Past Perfect software for the three-dimensional collections. All new data entry and data correction will take place in these programs. For the management of archaeological records, David Dickel, Conversation and Collections Supervisor at the State of Florida's Bureau of Archaeological Research (BAR), will spend two days at HMSF helping staff define a database structure. A third-party provider (yet to be defined) will develop the database.

Digitization of images from the Research Center collections will be performed using a previously purchased scanner, and will follow best practices currently in use at HMSF (see also "Specifications for Projects Involving Digitization," attached). Microfilming and digitization of HMSF periodicals will be outsourced to a third-party vendor. Digital photography of items in the Objects Collections will require the purchase of a digital camera dedicated to this task (of the two digital cameras currently owned by HMSF, one is used by the Community Researcher for fieldwork, and the other is used by all museum departments). There is already a photo stand set up in the Objects Collections, but new drop cloths and backdrops will need to be purchased. Beyond the grant period, as the volume of digitized information increases, HMSF will analyze the need to purchase or outsource server space for the digital collections.

Project Budget Form

SECTION 1: SUMMARY BUDGET

Name of Applicant Organization Historical Museum of Southern Florida

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

DIRECT COSTS

	IMLS	Applicant	Total
SALARIES & WAGES	\$150,000	\$185,023	\$335,023
FRINGE BENEFITS	0	0	0
CONSULTANT FEES	0	\$4,000	\$4,000
TRAVEL	0	\$750	\$750
MATERIALS, SUPPLIES & EQUIPMENT	0	\$7,141	\$7,141
SERVICES	0	\$6,736	\$6,736
OTHER	0	\$3,774	\$3,774
TOTAL DIRECT COSTS	\$ 150,000	\$ 207,424	\$ 356,684
INDIRECT COSTS	\$ 0	\$ 0	\$ 0

TOTAL PROJECT COSTS \$ 357,424

AMOUNT OF CASH-MATCH \$ 207,424

AMOUNT OF IN-KIND CONTRIBUTIONS \$ 0

TOTAL AMOUNT OF MATCH (CASH & IN-KIND CONTRIBUTIONS) \$ 207,424

AMOUNT REQUESTED FROM IMLS, INCLUDING INDIRECT COSTS \$ 150,000

PERCENTAGE OF TOTAL PROJECT COSTS REQUESTED FROM IMLS 42 %
(MAY NOT EXCEED 50%)

Have you received or requested funds for any of these project activities from another federal agency?
(Please check one) ☐ Yes ☒ No

If yes, name of agency _____

Request/Award amount _____

Historical Museum of Southern Florida

Project Budget Form

Detailed Budget

YEAR ONE Budget Period From 08/01/05 to 07/31/06

		Method of cost computation			IMLS	Applicant	Total
Salaries & Wages (Permanent Staff)							
	No.	%time	Annual Salary	Period (yr)			
	1	0.05	67,800	1	-	3,390.00	3,390.00
	1	0.25	58,600	1	-	14,650.00	14,650.00
	1	0.15	49,065	1	-	7,359.75	7,359.75
	1	0.25	41,729	1	-	10,432.25	10,432.25
	1	0.05	35,000	1	-	1,750.00	1,750.00
	1	0.20	34,541	1	-	6,908.20	6,908.20
	1	0.15	26,000	1	-	3,900.00	3,900.00
Salaries & Wages (Temp. Staff hired for project)							
	2	100.00	30,000	1	50,000.00	10,000.00	60,000.00
(wage assumption incl. tax & benefits)							
Total Salaries & Wages					50,000.00	58,390.20	108,390.20
Fringe Benefits							
N/A							
Consultant Fees							
NO FEE					-	-	-
Travel							
From/To	# days	Subsistence		Travel			
Tallahassee/Miami/Tallahassee	3	450.00		300.00	-	750.00	750.00
Total Travel Costs							750.00
Materials, Supplies & Equipment							
<u>Method of cost computation</u>							
Digital camera					-	1,500.00	1,500.00
Acid-free tissue (inventory & repacking, 2 rolls)		\$96.45 per roll			-	192.90	192.90
Tyvek (protective covers)		\$99.75 per roll			-	99.75	99.75
Liner paper (2 rolls)		\$15.15 per roll			-	30.30	30.30
Acid-free boxes (large x 50)		\$5.60 each			-	280.00	280.00
Acid-free boxes - 8.5 x 10.5 (x 20)		\$4.90 each			-	98.00	98.00
Acid-free boxes - 2 x 2 (x 30)		\$14.85 for set of 10			-	44.55	44.55
Acid-free boxes - 3 x 4 (x 30)		\$16.35 for set of 10			-	49.05	49.05
Acid-free boxes - 4 x 6 (x 30)		\$23.85 for set of 10			-	71.55	71.55
Acid-free boxes - 5 x 7 (x 30)		\$34.15 for set of 10			-	102.45	102.45
Assorted trays w/inserts (x 10)		\$30.99 for set			-	309.90	309.90
Lighting kit		\$489 total			-	489.00	489.00
Lightstand bulbs (x4)		\$15 each			-	60.00	60.00
V light V1-10		unit cost			-	115.00	115.00
light stand		unit cost			-	67.99	67.99
shades and umbrella		unit cost			-	50.00	50.00
Mounts and misc hardware		unit cost			-	100.00	100.00
PCs (x 2)		\$1,000 per PC			-	2,000.00	2,000.00
Total Materials, Supplies & Equipment							5,660.44
Services							
<u>Method of cost computation</u>							
Text scanning (8981 pages over 2 yrs)		\$0.75 per page, 4500 pages			-	3,375.00	3,375.00
Total Services Costs							3,375.00
Other							
<u>Method of cost computation</u>							
Photoshop upgrades (x3)		\$169 each			-	507.00	507.00
Photoshop software package (x2)		\$649 each			-	1,298.00	1,298.00
Dreamweaver upgrade		\$169 each			-	169.00	169.00
Library World Gold annual support		\$600 per year			-	600.00	600.00
Past Perfect annual support		\$373.60 per year (AASLH member)			-	373.60	373.60
Past Perfect upgrade		\$248 (AASLH member)			-	248.00	248.00
Total Other Costs							2,574.00
TOTAL DIRECT PROJECT COSTS					50,000.00	70,749.64	120,749.64

Historical Museum of Southern Florida

Project Budget Form

Detailed Budget

YEAR TWO Budget Period From 08/01/06 to 07/31/07

	Method of cost computation				IMLS	Applicant	Total
Salaries & Wages (Permanent Staff)	No.	%time	Annual Salary	Period (yr)			
[REDACTED]	1	0.05	69,834	1	-	3,491.70	3,491.70
[REDACTED]	1	0.25	60,358	1	-	15,089.50	15,089.50
[REDACTED]	1	0.15	50,537	1	-	7,580.54	7,580.54
[REDACTED]	1	0.25	42,981	1	-	10,745.22	10,745.22
[REDACTED]	1	0.05	36,050	1	-	1,802.50	1,802.50
[REDACTED]	1	0.20	35,577	1	-	7,115.45	7,115.45
[REDACTED]	1	0.15	26,780	1	-	4,017.00	4,017.00
Salaries & Wages (Temp. Staff hired for project)							
[REDACTED]	2	100.00	30,900	1	50,000.00	11,800.00	61,800.00
(wage assumption incl. tax & benefits)							
Total Salaries & Wages					50,000.00	61,641.91	111,641.91
Fringe Benefits							
N/A							
Consultant Fees		hourly rate	# hours				
[REDACTED]		40.00	100		-	4,000.00	4,000.00
Total Consultant Fees							4,000.00
Travel							
N/A							
Materials, Supplies & Equipment	<u>Method of cost computation</u>						
Acid-free tissue (inventory & repacking, 2 rolls)		\$96.45 per roll			-	192.90	192.90
Acid-free boxes (large x 50)		\$5.60 each			-	280.00	280.00
Acid-free boxes - 2 x 2 (x 30)		\$14.85 for set of 10			-	44.55	44.55
Acid-free boxes - 3 x 4 (x 30)		\$16.35 for set of 10			-	49.05	49.05
Acid-free boxes - 4 x 6 (x 30)		\$23.85 for set of 10			-	71.55	71.55
Acid-free boxes - 5 x 7 (x 30)		\$34.15 for set of 10			-	102.45	102.45
Total Materials, Supplies & Equipment							740.50
Services	<u>Method of cost computation</u>						
Text scanning (8981 pages over 2 yrs)		\$0.75 per page, 4481 pages			-	3,360.75	3,360.75
Total Services Costs							3,360.75
Other	<u>Method of cost computation</u>						
Library World Gold annual support		\$600 per year			-	600.00	600.00
Past Perfect annual support		\$373.60 per year (AASLH member)			-	373.60	373.60
Total Other Costs							600.00
TOTAL DIRECT PROJECT COSTS					50,000.00	70,343.16	120,343.16

Historical Museum of Southern Florida

Project Budget Form

Detailed Budget

YEAR THREE Budget Period From 08/01/07 to 07/31/08

	Method of cost computation				IMLS	Applicant	Total
Salaries & Wages (Permanent Staff)	No.	%time	Annual Salary	Period (yr)			
[REDACTED]	1	0.05	71,929	1	-	3,596.45	3,596.45
[REDACTED]	1	0.25	62,169	1	-	15,542.19	15,542.19
[REDACTED]	1	0.15	52,053	1	-	7,807.96	7,807.96
[REDACTED]	1	0.25	44,270	1	-	11,067.57	11,067.57
[REDACTED]	1	0.05	37,132	1	-	1,856.58	1,856.58
[REDACTED]	1	0.20	36,645	1	-	7,328.91	7,328.91
[REDACTED]	1	0.15	27,583	1	-	4,137.51	4,137.51
Salaries & Wages (Temp. Staff hired for project)							
[REDACTED] (wage assumption incl. tax & benefits)	2	100.00	31,827	1	50,000.00	13,654.00	63,654.00
Total Salaries & Wages					50,000.00	64,991.16	114,991.16
Fringe Benefits							
N/A							
Consultant Fees							
N/A							
Travel							
N/A							
Materials, Supplies & Equipment	<u>Method of cost computation</u>						
Acid-free tissue (inventory & repacking, 2 rolls)			\$96.45 per roll		-	192.90	192.90
Acid-free boxes (large x 50)			\$5.60 each		-	280.00	280.00
Acid-free boxes - 2 x 2 (x 30)			\$14.85 for set of 10		-	44.55	44.55
Acid-free boxes - 3 x 4 (x 30)			\$16.35 for set of 10		-	49.05	49.05
Acid-free boxes - 4 x 6 (x 30)			\$23.85 for set of 10		-	71.55	71.55
Acid-free boxes - 5 x 7 (x 30)			\$34.15 for set of 10		-	102.45	102.45
Total Materials, Supplies & Equipment							740.50
Services	<u>Method of cost computation</u>						
N/A							
Other	<u>Method of cost computation</u>						
Library World Gold annual support			\$600 per year		-	600.00	600.00
Past Perfect annual support			\$373.60 per year (AASLH member)		-	373.60	373.60
Total Other Costs							600.00
TOTAL DIRECT PROJECT COSTS					50,000.00	65,591.16	116,331.66

The project budget covers three years of activities. Achieving the project goals requires three years, so that key project personnel can also fulfill their regular HMSF duties.

The **Salaries and Wages** section of the budget covers salaries for permanent and temporary staff. Salaries for permanent staff are calculated as a percentage of the individual staff member's time over a 12-month period. Years Two and Three contemplate a 3% increase in salaries, a figure consistent with past salary increases at HMSF.

All members of HMSF's curatorial and collections team will participate in this project to varying degrees. Their familiarity with the collections, the use of the collections for research and exhibitions, and the importance of the collections to the pursuit of HMSF's mission makes it essential that they be involved in the management and execution of this project.

Permanent staff involved in this project must incorporate the project activities into their existing research, programming and collections management duties. The percentage time allocation shown for each individual is a conservative estimate of the time they will dedicate to this project. Work on this project will complement and support other staff responsibilities.

████████████████████ (5% time commitment). ██████ will serve as the Project Director for this project, with a supervisory role. ██████ is responsible for all research, collections and exhibitions activities at HMSF, and manages the 10-person Collections and Exhibitions Department.

████████████████████ (25% time commitment). ██████ is responsible for all two-dimensional collections, and oversees the Research Center staff. ██████ has been at HMSF for 30 years, and has unparalleled knowledge of the institutional collections and of the collections management challenges and issues that face HMSF. She holds an M.L.S., and has taken a number of courses in digital preservation. ██████ is the HMSF webmaster, and oversees all work on HMSF digital resources. She will supervise MARC cataloging, conversion of finding aids to EAD, and digitization of Research Center items, including management of outsourcing of text digitization. She will also train the temporary collections assistants in cataloging and digitization procedures, and will check their work for accuracy. ██████ will work on original cataloging, selection of materials for scanning, the development of metadata, and the development of collections guides and finding aids.

████████████████████ (15% time commitment). ██████ oversees all three-dimensional collections. He will supervise the shelf-by-shelf inventory of the Object Collections, and the conversion of archaeological records to digital format. He will also train the temporary collections assistants in inventory, digital photography and cataloging procedures, and will check their work for accuracy. ██████ will work with a consultant and third-party vendor to create the new Access-based database for the archaeological records. He will also develop collections guides and finding aids.

████████████████████ (25% time commitment). ██████ is responsible for the public reference area of the HMSF Research Center. She also undertakes original cataloging and processing of new acquisitions to the Research Center collection. ██████ will work on original cataloging, selection of materials for scanning, the development of metadata, and the development of collections guides and finding aids.

████████████████████ (5% time commitment). ██████ is responsible for researching the history and cultural traditions of Miami's many communities. ██████ will train the temporary collections assistants in the processing of primary resources generated by the Folklife Program, and supervise and check their work.

████████████████████ (20% time commitment). ██████ is responsible for collections management in the Objects Collections. ██████ will develop collections guides and finding aids for the three-dimensional collections, and will assist with the objects inventory.

████████████████████ (15% time commitment). ██████ assists the Archives Manager in the Research Center. She will work on image scanning, and preliminary cataloging and metadata creation.

HMSF will hire two **temporary collections assistants** who will be 100 % dedicated to this project during the three-year grant period. Salaries are in line with salaries paid to current, permanent staff with similar qualifications and experience. Budgeted salary figures do not include benefits, which will be paid by HMSF. An annual 3% salary increase is budgeted for Years Two and Three. The collections assistants will be responsible for: 1) the full inventory of the Objects Collections; 2) retrospective MARC cataloging; 3) conversion of archaeological records to digital format; 4) processing of primary resources backlog generated by the Folklife Program; 5) digitization and partial cataloging (metadata) of up to 3,500 images.

For the management of archaeological records, [REDACTED] Conversation and Collections Supervisor at the State of Florida's Bureau of Archaeological Research (BAR), will spend two days at HMSF helping staff define a database structure. He will not charge a consultant's fee for his advice, but estimated costs for his **travel** from Tallahassee and for accommodation and **subsistence** in Miami are budgeted in Year One. A third-party provider (yet to be defined) will develop the database. An estimate of the fees to be charged by this provider is included in Year Two.

Materials, Supplies and Equipment costs cover technology infrastructure for digitization and project work, and archival packing supplies to be used in the inventory and re-packing of the three-dimensional Objects collection.

Digital photography equipment: The budget includes the purchase of a Canon Digital Rebel digital camera and accessories in Year One for exclusive use in photographing three-dimensional artifacts during the inventory process. The purchase price is based on the recent purchase of an identical camera for use in HMSF's Community Research program. HMSF obtained two quotes for the lighting stand equipment budgeted here (Barndoor Lighting Outfitters and Alzo Digital). The equipment priced in the budget provides the most practical solution for photographing the variety of objects held in the collections.

Archival Supplies: The purchase of archival packing supplies is budgeted over all three years of the grant period, with the majority in Year One. Acid-free boxes are necessary to replace non-archival boxes currently used in objects storage, and to house archaeological artifacts that remain in field boxes. The smaller boxes budgeted for will house between 50% and 75% of the archaeological collection. Prices were obtained from HMSF's regular suppliers of archival materials (University Products and Light Impressions).

Computers: HMSF will purchase two Dell computers in Year One, for use by the temporary collections assistants. One will function as the scanning workstation for scanning and derivative image creation, while the other will be used for cataloging. Both computers must be capable of running photo editing and collections software. Prices for these computers are provided by HMSF's regular equipment supplier.

Service costs for scanning of HMSF periodicals are calculated using a per-page unit cost. Innovative Document Imaging, of Boynton Beach, will scan the periodicals, and provide preservation microfilm, pdf files and tiff files. The pdf files can be keyword searched. The microfilm meets ANSI standards for preservation, which digital images do not.

Other costs comprise software licenses and upgrades, as well as annual support for collections software. Photoshop software will be purchased for the new computers, with upgrades purchased for three of the existing installations. A Dreamweaver upgrade will be purchased to enable the HMSF webmaster to make digital images of collections items available on the museum's website. HMSF also needs to purchase an upgrade for its Past Perfect collections management software. Annual support for both Past Perfect and Library World is budgeted for in each of the three years of the grant period, but will be covered by general HMSF operating funds following the end of the grant period.

Specifications for Projects Involving Digitization

This form must be included if project involves digitization of collections or records for internal or external purposes.

1. Describe types of materials to be digitized (i.e., artifacts, maps, manuscripts, photographs, audio recordings, video recordings, motion pictures) and number of each:

Photographs and prints -- 2,000 to 3,000 items

Periodicals -- 1 journal and 2 magazines, totalling 8,981 pages

Artifacts -- up to 8,000 items

2. Identify copyright issues and other potential restrictions:

☒ Public Domain ? % of total ☐ Permissions have been obtained ____ % of total

☒ Permissions to be requested ____ % of total -- Plan to address: % to be determined during selection.

Donation forms include property and copyright. As needed, additional written permissions will be obtained.

☒ Privacy Concerns 0 % of total -- Plan to address: _____

Any item with privacy concerns will not be selected for digitization.

☒ Other - Explain: Prints & photographs will either be in the public domain (the vast majority) or HMSF will hold the reproduction rights. HMSF owns copyright to the three periodicals.

3. List the equipment, with specifications, whether purchased, leased, or outsourced, that will be used (e.g., camera, scanner, server): Umax 2100 PowerLook XL flatbed scanner (purchased)--800 x 1600 dpi, 12x17 in.

Digital camera (to purchase)--for large items & artifacts. Text scanning (outsourced)--www.idiimage.com

Intranet server (purchased)--Dell. Internet server--(outsourced)--www.earthlink.com.

4. Specify each type of file format (e.g., TIFF, JPEG) to be produced and anticipated image quality of each (minimum resolution, depth, tone, pixels) :

☒ Master 3,000 line minimum, 300 ppi minimum, 24 bit/pixel, RGB, uncompressed TIFF

☒ Access 72 ppi, RGB or grayscale JPEG or GIF. PastPerfect: up to 288 x 432 pixels (4 x 6 in.).

☒ Thumbnail Web: 72 ppi, 150 line RGB or grayscale JPEG or GIF. LibraryWorld: 72 ppi, 2.5 in. high bmp.

☒ Formats for other media (e.g., audio, video, motion picture), include sampling rates, if applicable _____
HMSF publications will also be formatted as PDFs for access.

5. Describe 1) the delivery medium that will be used and 2) the digital access management system or systems that will be used to make this material available to others. For Intranet, JPEG or BMP thumbnails will be attached to corresponding metadata in PastPerfect or LibraryWorld. For the Internet, metadata, thumbnails, and access images will be made available using HTML, EAD, and PDF; database(s) to be selected.
6. Describe the quality control plan: Curator of Research Materials and Curator of Objects will inspect digital images and proofread/edit cataloging/metadata weekly. Images not meeting minimum quality standards will be reshot or rescanned.
7. Estimate cost per image. Include costs such as scanning, quality control and indexing. Indicate the basis for calculation: Estimated cost per image is \$5: total project costs associated with digitization (\$107,000 for staff time, text scanning service, equipment, software) divided by total images (approx. 20,000).
8. Explain how content will be discovered through metadata, including which standards you will use (e.g., MARC, EAD, Dublin Core): Artifacts metadata will be in PastPerfect software, using Chenall, etc. Research Center metadata will conform to AACR2 Revised, MARC, LC Subject Headings, AAT and EAD.
9. Describe plans for preservation and maintenance of the digital files during and after the expiration of the grant period (i.e., storage systems, migration plans, and funding): Master images will be stored offline on CDs and DVDs. Maintenance, migration and refreshment will be funded through annual operating budgets.
10. If you are producing collection-level records, describe plans for submitting collection-level descriptive records to a bibliographic utility, such as Research Libraries Information Network (RLIN) or Online Computer Library Center (OCLC): HMSF's manuscripts and visual materials descriptive records have been submitted to RLIN through NUCMC and to the National Inventory of Documentary Sources in the United States (HMSF submissions currently being updated). All will be updated as needed.
11. Describe plans for submitting information about the project to a national level registry of digital resources, such as the Association of Research Libraries' Digital Initiatives Database (<http://www.arl.org/did/>) or OCLC's Cooperative Online Resource Catalog (<http://www.oclc.org/corc/>): Project will be submitted to the ARL Digital Initiatives Database.
12. Provide URL(s) for applicant's previously-digitized collections: everglades.fiu.edu/reclaim/index.htm